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KNOWLEDGE

VOL 1 NOVEMBER 2007

OFFICIAL SAFETY MAGAZINE OF THE U.S. ARMY

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UXO: RECOGNIZE, RETREAT, REPORT

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Leading on the Edge

KNOWLEDGE
OFFICIAL SAFETY MAGAZINE OF THE U.S. ARMY

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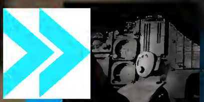

Plus: pull-out posters

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BG William H. Forrester Commander/Director of Army Safety
COL Glenn W. Harp Deputy Commander
CSM Tod Glidewell Command Sergeant Major

Kelly Widener Director of Strategic Communications

Taylor Barbaree Editor-in-Chief
Bob Van Elsberg Managing Editor
Paula Allman Editor
Chris Frazier Editor
Blake Grantham Graphic Design
Leslie Tisdale Graphic Design
Kami Lisenby Graphic Design

We welcome your feedback. Please e-mail comments to **knowledge@crc.army.mil.**

Knowledge is published monthly by the U.S. Army Combat Readiness Center, Bldg. 4905, 5th Ave., Fort Rucker, AL 36362-5363. Address questions regarding content to the editor at (334)255-2688. To submit an article for publication, e-mail knowledge@crc.army.mil or fax (334)255-9044. We reserve the right to edit all manuscripts. Address questions concerning distribution to (334)255-2062. Visit our Web site at https://crc.army.mil. Information in *Knowledge* is not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the U.S. Army. Contents are specifically for accident prevention purposes only. Photos and artwork are representative and do not necessarily show the people or equipment discussed. Reference to commercial products does not imply Army endorsement. Unless otherwise stated, material in this magazine may be reprinted without permission; please credit the magazine and author.

THE CHA TO PR

As we enter this new fiscal year, continuing to arm ourselves with the knowledge and tools necessary to support Leaders and Warfighters on the battlefield as well as the home front remains paramount to the success of OUR Army's Safety.

However, before we move forward, I believe there is value in looking back at fiscal 2007 and understanding where the Army lost Soldiers and why. Incorporating lessons learned, best practices and experiences from our combat veterans and Leaders will undoubtedly assist the Army's efforts in saving lives. Chief of Staff, Army Gen. (George) Casey recently stated, "We have a combat-seasoned force. Now we need to consider the way ahead to further protect them on and off duty. Look at what safety issues they are up against and make sure they are aware and ready."

At the end of fiscal 2006, our Army reduced accidental loss by 19 percent from fiscal 2005; however, in fiscal 2007 we failed to match the successes of 2006. Every loss is tragic and this past year 247 Families learned just how hard it is to carry on without their loved ones–all lost to accidents. These 247 Soldiers are fallen comrades no longer in our formations.

Looking at last year's accidents even closer, 143 Soldiers died in off-duty accidents compared to 104 on-duty. POV accidents claimed 110 lives; Personnel Injury 50; Aviation 37; Army Motor Vehicle 37, Army

> “By UTILIZING our TOOLS, PROGRAMS and TEAM of safety experts, YOU’RE MAKING A DIFFERENCE.”

LLENGE
ESS AHEAD

Combat Vehicle 11; and two Soldiers died in Fire/Explosion accidents. With the exception of POV and Fire/Explosion accidents, overall, the Army experienced increases in all other accident categories this year.

What’s killing our Soldiers? Below are some identified trends, gained through the collection and analysis of accidental losses, from which we can learn and develop control measures in our efforts to save lives:

Air—Causes of aviation accidents continue to be assumption of low risk missions, inadequate mission planning, indiscipline and occurrences of overconfidence.

Ground—Operating/riding in an Army vehicle remains the number one fatality-producing on-duty activity. Excessive speed for the conditions, overcorrecting and inadequate training are all common threads in these accidents. Also, between November and May of fiscal 2007, six Soldiers drowned in Army vehicle rollover accidents. These months are emerging as peak periods for potential rollover accidents. A majority of these accidents occurred during periods of limited visibility and when Soldiers did not necessarily have situational awareness of their surroundings. We also experienced a five-year high in water activity-related accidents with 14 Soldiers drowning. Negligent discharge incidents, higher than in the previous two years, killed eight Soldiers.

Driving—Additonally, speed along with failure to use seat belts and loss of vehicle control were the most common causal factors in all fatal accidents across the board in fiscal 2007. There were fewer 18- to 25-year old drivers involved in fatal accidents than in fiscal 2006 (54 vs. 74). Of the motorcycle accident fatalities, 66 percent involved Soldiers over the age of 25 and 63 percent were E-5 or higher. Additionally, 42 percent of motorcycle accidents were primarily attributed to exceeding the capabilities of the bike or the operator.

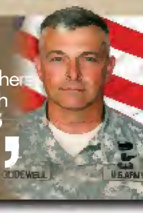
The most significant category of decreased fatalities occurred with POVs. With a 13 percent Army-wide decrease in POV accidents, there was also a 22 percent decrease in the number of motorcycle fatalities.

While it may be easy to get wrapped up in what went wrong and count losses this past fiscal year, it’s more difficult to know exactly what impact you have had in saving Soldiers’ lives and affecting their decisions. By utilizing our tools, programs and team of safety experts, you’re making a difference. We know engaged leadership works both on-duty and off-duty in protecting our most precious resource–our Soldiers. Please continue to make a concentrated effort to understand, apply and teach Risk Management and reach out to Family members and engage them, too. The Combat Readiness/Safety Center will continue our efforts to assist in any ways you think possible. Thank you for all you do.«

Army Safe is Army Strong!

William H. Forrester
Brigadier General, USA
Commanding

BEST PRACTICES WILL PROVIDE US CONSISTENCY TO DEFEAT ACCIDENTS



> “BEST PRACTICES offer INSIGHT and SUGGESTIONS of others that are DEALING with SIMILAR HAZARDS that many of us face.”

We ask our leaders to guide and mentortheir Soldiers, including training them to be safe both on and off duty. Looking back on our accident statistics from fiscal 2007, we see some areas where our fatality numbers came down from the previous fiscal year. Sadly, however, the overall fatality numbers increased—that is an unsettling trend. The struggle against accidental fatalities—a threat that stalks our Soldiers whether in combat or at home station—is a never-ending battle.

So, how do we win this battle? What strategies will enable us, as leaders, to reduce these needless losses? I believe sharing of "Best Practices" is sometimes the best approach.

First, Best Practices are not new to many of our organizations, while others might have never heard of them. What do I mean by Best Practices? A Best Practice is a countermeasure that we put into place to eliminate, or use to mitigate, the risk of an accident. It can be as simple as setting out a "Wet Floor" sign; or as complex as requiring special skills or the collaboration of others. Best Practices offer the insight and suggestions of others who are dealing with similar hazards that many of us face. Unfortunately, sometimes they're slow to be disseminated from post to post and throughout our Army. For that reason, if you have Best Practices that work for your organization, send them to the Combat Readiness/Safety Center. We will post them on our site and disseminate them through safety channels. I will keep the unit confidential if you wish. However, I hope through information sharing we can save a life. Here at the Combat Readiness/Safety Center we collect, store and analyze accidental loss data on fatalities for our Army. What we can't tell you is how many lives we save. I believe the Best Practices program will provide us some measurement of success in saving Soldier's lives. We serve in one of the most noble and respected professions in our Nation. Our ranks are tired, stretched and worn thin, but we must remain committed to our force, believing that even one preventable loss is too many. Through the sharing of intel and ideas, I'm confident we can defeat the enemy that stole 247 lives from our ranks last year. **Army Safe is Army Strong.** «

Tod Glidewell

Tod L. Glidewell
Command Sergeant Major
U.S. Army Combat Readiness/Safety Center

BEST PRACTICES

Best Practice examples should contain the following:

Topic: Motorcycle Safety
Unit: 10th Mountain Division

Description: Individuals owning a motorcycle may ride their bikes in lieu of running in the Division 4-mile run. Participants will lead the run and then, immediately following, participate in a 52-mile motorcycle ride to promote Safety and Esprit-de-Corps. Event will be followed by a barbeque.

Result/Effectiveness: Event fostered an environment to promote motorcycle safety, education and mentorship through engaged leadership. The unit has seen a significant reduction in class A through C accidents since the event took place.

Topic: Holiday Safety Brief:

Description: At first formation of the day before the Christmas Holiday exodus, the commander commanded "Fall In" and "Taps" played. At the completion of the music, he explained the Army typically loses several Soldiers during the holiday season. Then he explained that he did not want to return from the holidays to hear that music.

Result/Effectiveness: The unit did not suffer a single loss during the Christmas holiday period. Drawback: The technique may trigger uncomfortable memories or post-traumatic stress disorder in some Soldiers.

NOTHING OUT OF THE ORDINARY

U.S. ARMY COMBAT READINESS/SAFETY CENTER
Fort Rucker, Ala.

"Nothing out of the ordinary." were the words of the air mission commander flying trail with a scout weapons team of OH-58Ds in Iraq. These words describe a flight that unexpectedly ended in tragedy for the lead aircraft.

The flight of two was conducting a left-seat ride during relief-in-place operations while the team was performing a convoy security mission as part of the "training" flight.

In the lead aircraft, the pilot in command was a seasoned combat veteran, completing his second tour in Iraq in the same area he did during his first tour. He knew the area well and was a capable choice to lead a left-seat ride. The incoming pilot in the right seat was no rookie either. This was his second deployment to Iraq—although in a different area than his first tour—and he was an instructor pilot. Both aviators had hundreds of combat hours.

What happened?

The accident crew, flying lead in a team of two, had the primary mission of reconnaissance and security. Trail provided cover for the lead aircraft. Lead, flying low along the route, was looking for improvised explosive devices and inspecting a suspicious vehicle. The PI was flying about 80 knots and 80 feet above ground level when he saw a tall tower ahead. Beneath the tall tower were two sets of wires on shorter, 75-foot-tall wooden poles. He then made a slight "bump" in altitude to ensure he cleared those wires. However, when the wires to the tall tower suddenly came into view, the PI initiated a very steep cyclic climb to attempt to cross them. The aircraft tail boom struck the wires just forward of the vertical fin, ripping it and half of a tail rotor from the aircraft.

The aircraft climbed about 50 feet, leveled off and the nose started to turn to the right. The PI rolled down the throttle and initiated an autorotation. According to witnesses, the aircraft blades were coning and turning slowly when the aircraft struck the ground. The main rotor blades stopped almost immediately upon impact, indicating the PI ran out of collective during the end of the maneuver. The excessive deceleration forces severely injured the PC and fatally injured the PI.

Why did it happen?

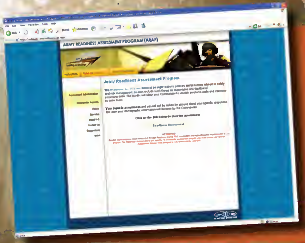
With the route out the left door, evidence indicates the PC in the left seat was preoccupied with looking at the route and the suspicious vehicle. He was very familiar with the area and should have known about the wires, but apparently stopped scanning and focused on the tactical threat. The PI was new to this area and unfamiliar with the set of wires running across the route at a height of about 170 feet—above and parallel to the wires on the 75-foot-tall poles. A single 190-foot tower stood in the crew's field of view, but the PI assumed it was a radio tower because there wasn't a similar tower nearby. Unbeknownst to the PI, a set of wires ran from the 190-foot tower to a shorter tower near a building across the convoy route. That tower appeared to be associated with the building, perhaps serving as an antenna. The PI never noticed the 170-foot wires until the very last second.

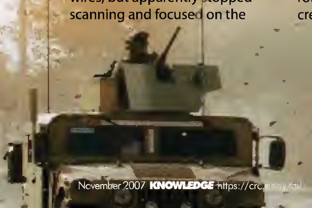
Some people might blame the wires for this accident because they were hard to see. However, the wires were a known hazard, depicted on hazards maps and also depicted on the aircraft's rotorcraft mapping system. The crew had a breakdown in scan and performed inadequate airspace surveillance. As a result, the crew failed to negotiate the wire obstacle.

Lessons Learned

How can we prevent this accident from happening again? As stated by Gen. Richard A. Cody, Vice Chief of Staff, Army, "Our pilots and crewmembers have achieved unprecedented levels of tactical proficiency. However, the overall risk that stands between mission accomplishment and injury to aircrew or damage to aircraft is a composite risk from both tactical and accidental hazards. … I am concerned Army Aviators will find themselves tactically

> "Aviators **MUST** take a **COMPOSITE RISK** approach when **PLANNING** and **EXECUTING TACTICAL** and training missions to **MITIGATE** those **RISKS**."


ARMY READINESS ASSESSMENT PROGRAM (ARAP)
Army Readiness Assessment Program



proficient in combat operations and vulnerable to the accidental risks that are even more devastating." What a foreshadowing statement to an accident such as this one.

Aviators must take a composite risk approach when planning and executing tactical and training missions to mitigate those risks. Commanders should look closely at the relief-in-place process to determine how much time to allow for crew changeover, how many flights are enough and how to separate local area orientations from tactical missions so arriving aviators can focus on the hazards. Of course, the tactical situation, operations tempo and aircraft availability all play a part in this.

Commanders need to ensure mission briefers take a close look at crew mix. In this case, the crew mix was not in question, but it forces us to think about the crew dynamics in the cockpit. The PC, alone, had almost 1,000 hours of combat time. Although the PI had only two-thirds the combat time of the PC, he had more total flight hours and was an IP. This crew was very comfortable with one another's abilities to fly the aircraft, handle emergencies and see and avoid obstacles. Tragically, this set a dangerous tone of overconfidence in the cockpit. Aviators must fight the tendency to let their guard down when flying with experienced crewmembers.

Although this crew was within their right to fly below the hard deck, when the decision was made to operate at that altitude, they should have made hazard avoidance their primary task. The hard deck is designed to keep aviators away from the majority of hazards. When the decision is made to descend below it, statistics show that accidental hazards are bigger killers than the enemy.

Remain vigilant and live to fight another day. «

DID YOU KNOW?

Make sure your soldiers are ready for the mission by using the Army Readiness Assessment Program. It's a Web-based initiative that provides battalion-level commanders with data on their formation's safety climate and culture. Check it out today at https://unitready.army.mil.

ROAD RULES

CHRIS FRAZIER
U.S. Army Combat Readiness/Safety Center
Fort Rucker, Ala.

Operating a vehicle in snowy or icy conditions can be a challenge for any driver, especially if they're not trained in winter driving techniques. Fortunately, a little preparation will go a long way toward helping you, as well as others on the road, avoid being a winter driving statistic.

Visibility

Good all-around visibility is a must for safe driving in winter conditions, so make sure you can see what's going on outside your vehicle. For optimum visibility, completely remove ice, snow and fog from all windows and mirrors before operating the vehicle. Use defrosters and windshield wipers to keep the windshield free of ice, sleet, snow and fog while driving. The inside and outside mirrors should also be clean and properly adjusted.

To ensure other drivers see your vehicle on the road, use headlights during periods of reduced visibility. It's also a good idea to increase following distances between vehicles because exhaust gases can cause ice fog. Use a guide when backing the vehicle or where assistance is required in picking a trail in deep snow.

Traction

Good traction is another important factor that can help keep your vehicle on the road. When driving in deep snow or on ice, tire chains will help increase traction during starts and stops. Placing brush and burlap under the wheels can also help a vehicle move through snow. If a vehicle does get struck, try rocking it back and forth by shifting between a low gear and reverse. Never spin the wheels; that will only dig the hole deeper. If rocking the vehicle doesn't work, a little sand or gravel around the tires may provide enough traction to free it.

Braking

Braking in snow and ice can be tricky and requires special techniques. When stopping on an icy road, apply the brakes gently. Never slam on the brakes, which can cause the vehicle to skid. If the vehicle does begin to skid, turn the front wheels in the direction of the skid. The momentum of the vehicle will carry it in a straight line parallel to the original path, and you should be able to regain control.

Truck and Convoy Operations

Drivers must also exercise caution during cold weather truck and convoy operations. Improper operation through or over brush, branches, stumps and rocks may damage vehicle radiators, tires, lights and undercarriages. If unsure about the conditions of a stretch of road, stop and look at the situation before proceeding. Let the lead vehicle go through before allowing other vehicles to drive through the same spot. If the lead vehicle becomes stuck, it may have to be pulled out. Vehicles that bog down in snow or break through ice should be recovered as quickly as possible to prevent them

from freezing to that spot.

All vehicles should also be equipped with the driver's personal gear and field equipment; vehicle maintenance tools; operational rations for emergency use; extra engine oil, fuel and antifreeze; tow and tire chains; pioneer tools; strip maps; fire starters; and highway flares and safety kits. You never know when you might need to remove snow from around the wheels or cut some brush to aid in traction.

Conclusion

Snow and ice can make any trip more difficult and require a vehicle operator to have the skills to safely navigate the road. Use extra care when you encounter adverse weather so you can safely make it to your destination. «

Army Safe is Army Strong!

For more information on preparing for cold weather vehicle operations, as well as maintenance and service, see Field Manual 55-30, *Army Motor Transport Units and Operations*, Appendix G, *Vehicle Operations in Adverse Weather.*

LOW TEMP EFFECTS

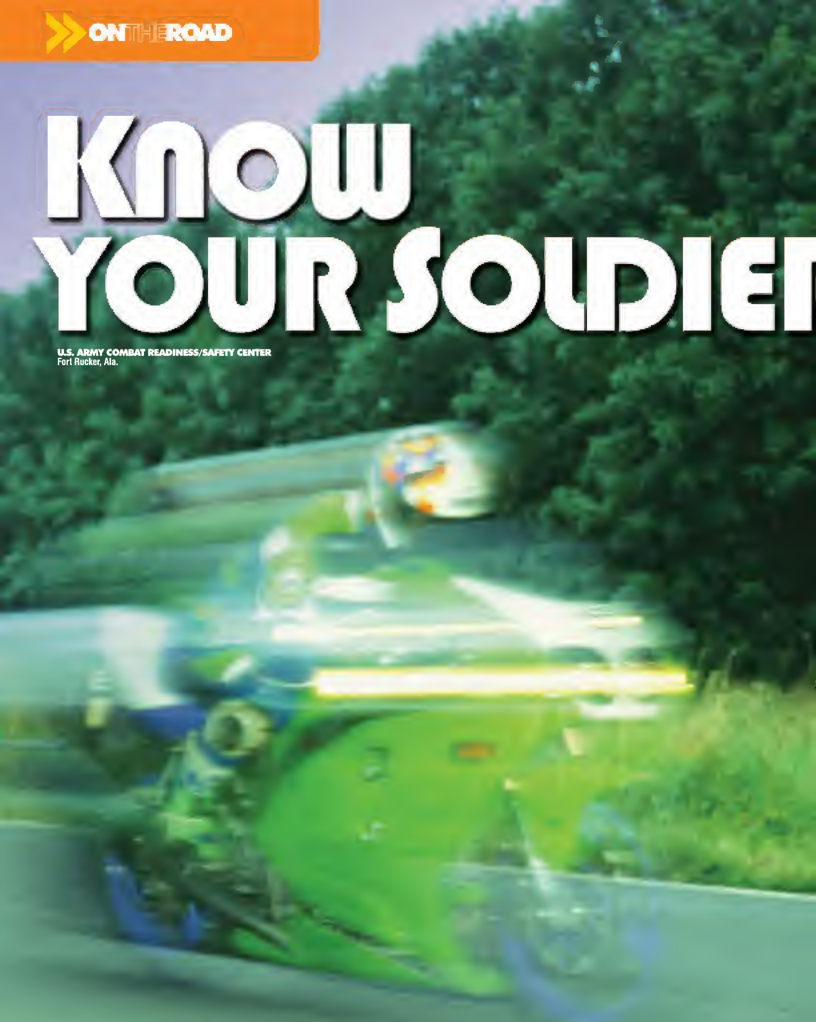
When materials essential to motor vehicle operations are exposed to low temperatures, the following occurs:

- Rubber becomes stiff and brittle. Radiator and heater hoses could crack and break if handled roughly.
- Water freezes and expands. This expansion could split radiators or crack engine blocks.
- Canvas becomes stiff and brittle, making it difficult to fold, unfold or use without damaging.
- Glass conducts heat poorly and could crack or shatter if subjected to a sudden increase in temperature. Do not apply sudden, intense heat to clear or deice vehicle windows or windshields.
- Engine oil becomes thick and flows poorly.
- Grease becomes hard and thick and loses lubricating properties until it is warmed by normal operations.

Source: Field Manual 55-30, *Army Motor Transport Units and Operations.*

DID YOU KNOW?

The mountainous regions in north and northeastern Iraq, which include the cities of Mosul and As Sulaymaniyah, receive heavy snowfall each winter, especially during December, January and February. Afghanistan experiences much harsher winters than Iraq. More than 49 percent of Afghanistan is made up of mountains at least 2,000 meters high. (Afghanistan experienced record snowfall and cold temperatures in the early months of 2005, with nighttime temperatures in Kabul dropping to -64 F!



KNOW YOUR SOLDIE

U.S. ARMY COMBAT READINESS/SAFETY CENTER
Fort Rucker, Ala.

Editor's Note: This article is based upon an accident investigation conducted by the U.S. Army Combat Readiness/Safety Center. The goal of this article is to provide lessons learned to help prevent future accidents. The name of the Soldier in this story has been changed, but the facts are accurate.

Sergeant 1st Class Tim Baker leaned low over the fuel tank of his 2003 Suzuki GSX 1300R Hayabusa motorcycle. Nearby, three fellow club members rode with him in formation, joined by four other club members driving their privately owned vehicles. The convoy was en route to a pool party and farewell barbecue marking the end of a weekend gathering involving three motorcycle clubs. The road had a posted speed limit of 45 mph, but the convoy was pushing it by an extra 5 to 10 mph.

As the convoy rounded a left-hand curve, Baker drifted off the road's right edge and onto the shoulder. Trying to avoid a road sign ahead, he overapplied his front brake, causing the back of the motorcycle to lift and rotate over the top of the locked front wheel. As the bike's rear came up, it catapulted Baker about 30 feet, where he struck the ground with his head and shoulders and then hit a road sign. Although fellow club members rendered first aid and called 911—Baker died in their arms. Emergency medical services personnel arrived at the accident site within six minutes, but it was too late.

> **"LEADERS** should learn to **IDENTIFY** potentially **DANGEROUS** motorcycle **MODIFICATIONS** and **ENGAGE** their Soldiers concerning high-risk **BEHAVIORS** and **ACTIVITIES."**

Results

- A Soldier, father, son and friend was fatally injured.
- A 2003 Suzuki GSX 1300R Hayabusa motorcycle was damaged.

Why did the accident happen?

- Baker and the club's leadership failed to consider the physical toll of the weekend's events on the club members. During the two nights before the accident, club members drank and partied until the early morning hours, averaging only about five hours of sleep. Investigators believe Baker's fatigue led him to drift off the road while he was trying to round the curve.
- Although the club's leaders were Army senior NCOs, none of them ensured the club's members wore the required personal protective equipment.
- Baker overapplied his motorcycle's front brake and locked the wheel. The wheel then became a pivot point for the rear of the motorcycle, which rotated upward and catapulted Baker onto the ground and into a roadside sign.
- Baker had modified his bike for straight-line drag racing at the expense of its cornering abilities. For example, he used a nylon strap to compress the suspension on his forks and lower the bike's front end. This modification reduced the front suspension's travel and rebound dampening, potentially creating problems when the bike went over bumps and other highway debris, especially while cornering. In addition, Baker replaced the Hayabusa's rear swing arm with a longer version—another drag-racing modification that reduced the motorcycle's cornering abilities. These alterations were not secrets to Baker's friends. He had ridden his motorcycle with these modifications for some time.

Lessons for Leaders

- Ensure Soldiers know the effects of operating a motorcycle while fatigued, understanding fatigue slows response times and reduces situational awareness. Soldiers also need to understand that drinking alcohol worsens the effects of fatigue.
- Ensure Soldiers understand that skill-based errors are the leading cause of motorcycle accidents. Encourage Soldiers to complete the Motorcycle Safety Foundation's Experienced *RiderCourse*SM about four to six months after they complete the MSF's Basic *RiderCourse*SM.
- Ensure Soldiers understand composite risk management applies both on and off duty and that they are required to wear PPE whenever they ride.
- Leaders should learn to identify potentially dangerous motorcycle modifications and engage their Soldiers concerning high-risk behaviors and activities.«

UXO:

RECOGNIZE RETREAT REPORT

DANIEL LINEHAN
U.S. Army Technical Center for Explosives Safety
McAlester, Okla.

To win our nation's battles, Soldiers must train as they fight. Doing so means they must experience, as close as safely possible, the battlefield environment. This necessitates live-fire training. Over the years, the Army has used vast amounts of land for this training. Occasionally, munitions used during live fire do not work as intended. As a result, unexploded ordnance—sometimes referred to as "duds," can remain in the impact area long after the training was completed. Would you know what to do if you came across a UXO?

Today, much of the land once used for live-fire training is now public property. From time to time, people living on or using that land encounter munitions. So, what should you do if you discover UXO? According to the Defense Environmental Network and Information Exchange, you should follow the three Rs of explosives safety:

- Recognize you may have encountered a munition.
- Retreat from the munition. Do not touch or disturb it, but move away carefully, walking out the same way you entered the area.
- Report what you saw and where you saw it to local law enforcement (call 911).

The Army developed the three Rs to be easily understood and remembered by small children and adults, much like the "Stop, Drop and Roll" fire safety message. The Army has also produced a variety of materials to help in understanding the dangers associated with munitions, particularly UXO, whether found on the ground or kept as a souvenir or war trophy.

The DENIX UXO Safety Education Program Web site, provides a toolbox of explosive safety information and educational material. This material includes general information about UXO and chemical agent identification sets, which were once used for training Soldiers for chemical warfare. It also contains posters, video presentations and explosives safety guides for various activities.

Another section of the Web site is devoted to teaching children what to do if they encounter UXO. The section includes coloring books, posters, videos and other learning tools to help educate them and their parents about the three Rs. Other documents and materials are also being developed to help further educate the public about the hazards associated with military munitions and what to do should they encounter them.

Munitions encountered in public areas and those kept as souvenirs pose a potential explosive hazard. Unfortunately, time and time again people have been injured or killed because they did not follow the simple rules of the three Rs with these munitions. The DENIX Web site is an excellent resource for information you can share with your unit, family, friends and neighbors to help educate them about the potential hazards of UXO and other munitions.

Don't let UXO or souvenir munitions create another casualty. Learn and follow the three Rs of explosives safety. It could save your life.

For more information, visit the DENIX UXO Safety Education Program Web site at www.denix.osd.mil/uxosafety.«

> “**MUNITIONS ENCOUNTERED** in public areas and those kept as souvenirs **POSE** a potential **EXPLOSIVE HAZARD.**”

DON'T BE A DUD

TAYLOR BARBAREE
U.S. Army Combat Readiness/Safety Cente
Fort Rucker, Ala.

Time and time again, unexploded ordnance incidents have shown no prejudice in selecting victims. However, with education and training, people can avoid being injured or killed by UXO.

"The first thing Soldiers need to understand is that it is against Army regulations and Department of Defense directives to touch a UXO, much less have one in their possession," said Capt. Charles Terry, an ordnance officer and commander of the 666th Ordnance Company, Explosive Ordnance Disposal, Alabama Army National Guard, located in Jacksonville, Ala. Terry said, "You have to remember ordnance or munitions are designed for one thing—and that is to blow up."

According to DOD, military munitions, including UXO, come in a variety of types, sizes and shapes and might not be easy to recognize. Military munitions include, but are not limited to, small-arms ammunition, projectiles, cartridges, bombs, rockets, pyrotechnics, grenades, blasting caps, fuses, simulators and raw explosives. Military munitions are designed to kill or injure enemy forces or damage enemy equipment and contain some form of energetic material such as propellants, explosives or pyrotechnic mixes. When military munitions do not function as intended, they become UXO.

Terry, who served tours in Afghanistan (Operation Enduring Freedom) and Kosovo (Operation Joint Guardian), said people need to take a "commonsense approach" in dealing with ordnance. The most important step is to call the proper authorities. The second step should be to mark the UXO without touching it and allow trained professional experts to deal with it. Education is the key to individuals understanding the dangers of UXO, he said.

"During my time in Kosovo and Afghanistan, where there is a large amount of unexploded munitions, our EOD units spent a great deal of time trying to educate people about the dangers UXO present," Terry said. He explained the more educated people are about the dangers UXOs present, the more likely they are to leave them to the professionals to handle. "I cringe every time I hear about a fatal or harmful incident involving a Soldier or civilian. In most cases, it could have been prevented."

While performing a walk-through of an area that would later be the site of a training exercise, a Soldier found an artillery simulator on the ground. When he picked up the UXO, it exploded in his right hand, causing minor burns to his face and second-degree burns to his hand. The Soldier had only intended to move the UXO before anyone else encountered it. However, his unit SOPs and safety briefs included directions not to pick up UXOs and, instead, call explosive ordnance disposal for proper removal.■

We all know that Army Aviation is an inherently dangerous profession. And if you ask any aviator what they least like about flying, one of the things on their list would be "Going IIMC!" One of the most hazardous (and scariest) situations for any aircrew member is inadvertently encountering instrument meteorological conditions. But, it doesn't have to be that way. Read on!

THE GROUND IS NOT YOUR FRIEND

PERRY C. HUMBLE
U.S. Army Combat Readiness/Safety Center
Fort Rucker Ala.

Inadvertent IMC is a situation where deteriorating weather prevents you from flying under visual meteorological conditions. The following is a summary from the USACRC database of a recent IIMC accident:

While conducting a night, single aircraft, night vision goggle, cross-country training flight, the flight crew inadvertently encountered IMC and experienced a total loss of situational awareness. The crewmembers lost control of the aircraft and struck the ground at an approximate 10- to 15-degree nose-low attitude. The aircraft was destroyed and three crewmembers received fatal injuries. Findings suggest that had this crew been more proficient in instrument flight, they might have avoided this accident.

How serious is IIMC in Army Aviation? From Oct. 1, 2002, to March 26, 2007, we have experienced 15 IIMC accidents. Statistics show all types of aircraft were involved: seven Black Hawks, four Apaches, three Chinooks and one Kiowa Warrior. Twelve of the 15 occurred at night. Of those accidents, seven were multi-ship, six occurred when the crews failed to update the weather before takeoff and 12 happened when crews failed to modify their flight plans after encountering deteriorating weather. One thing they all had in common was they failed to execute proper IIMC procedures and, as a result, lost control of their aircraft.

Army Aviators are highly motivated and skilled warriors with an important mission to accomplish. However, this same motivation can be a double-edged sword. A professional Soldier/aviator is driven by a sense of duty to country, accomplishment of the unit mission and the welfare of fellow Soldiers. This drive could, at times, cloud one's judgment. For example, if an aircrew doesn't get the needed supplies, ammo or water to the troops on time, the results could be catastrophic. Or if a combat medical evacuation pilot can't take off immediately to pick up an injured Soldier, then the pilot feels that the fate of the Soldier rests in their hands. That first "Golden Hour" is a critical time for a severely injured Soldier.

This is where training and discipline can and will make the difference between a successful mission and a disaster. We're taught in flight school to "fly" the aircraft. If that's not accomplished without hesitation, nothing else matters. Knowing all the procedures in the world will not save you if aircraft control is lost.

We train our aircrews to avoid inadvertently entering IMC. We tell them over and over to not fly Visual Flight Rules in Instrument Flight Rules conditions because it's dangerous. We've all seen the Combat Readiness/Safety Center accident posters showing the catastrophic results. If the weather is bad, don't fly. If you launch and the weather gets bad, turn around and go back, or land and wait it out. Or, if you're trained, equipped, prepared and proficient for IMC flight, request an IFR clearance from air traffic control and continue the mission IMC. Of course, that last option might not always be available while deployed, depending on local navigation aids and instrument approaches.

IIMC Causes

Conditions that have caused aviators to enter IIMC include:

- Poor pre-mission planning
- Failure to update the weather brief before takeoff
- Continuing the mission too long while encountering deteriorating weather conditions
- Self-imposed stress to accomplish the mission (real or perceived)
- Flying with NVGs and losing situational awareness

Mitigate the Risks

To prepare for IIMC, you must first make the conscious decision that continued flight under VMC is no longer possible, and then decide to either turn around, land immediately (if possible), request an IFR clearance in-flight, or execute established IIMC procedures. I've spoken with many aviators who've said that for a split second they thought about trying to fly down to the ground when they encountered IIMC. Let me emphasize something: the moment you "punch in," the ground is no longer your friend!

What happens next when IIMC conditions are encountered? Your IIMC tasks outlined in the appropriate training circular/aircrew training manual, local SOPs and other regulations should be second nature; therefore immediately take the appropriate actions.

What Should I Do?

On the next page is a basic overview of what to do when

STANDING OPERA

It is important to state what a standing operating procedure is not. It is not a reprint of existing regulations, policies and doctrine. So what is it? It is the commander's directive, establishing how missions and tasks will be accomplished and is based on the unit's specific and unique missions, organization and location.

Field Manual 5-0, *Army Planning and Orders Production*, describes the SOP in paragraph G-59: "To enhance effectiveness and flexibility, commanders standardize routine or recurring actions not needing their personal involvement. SOPs detail how forces execute these unit-specific techniques and procedures. Commanders develop SOPs from doctrinal sources, applicable portions of higher headquarters procedures, the higher commander's guidance and experience. They are as complete as possible. SOPs allow new arrivals or newly attached units to quickly become familiar with the unit's routine. SOPs apply until commanders change them. As a minimum, it is recommended that the SOP be reviewed annually.

Let's look at the SOP as it relates to Army Aviation. Paragraph 3-3 of AR 385-95, *Army Aviation Accident Prevention*, states, "Commanders will ensure an SOP is developed for all unit functional areas and for all aviation operations executed in the command. The SOP may, where

> “If you **LAUNCH** and the **WEATHER GETS BAD**, turn **AROUND** and **GO BACK**, or **LAND** and **WAIT IT OUT**.”

encountering IIMC. This is not intended to replace the published standardized IIMC procedures for your aircraft or unit. These basic items are here to make you think about the possible sequence of events if you should ever encounter IIMC.

- Maintain proper aircraft control and make the transition to IFR immediately. Level the wings on the attitude indicator; maintain heading and turn only to avoid known obstacles.
- Initiate a climb immediately to an appropriate altitude that has been determined during pre-mission planning. Adjust torque to climb power and adjust airspeed to climb airspeed.
- Comply with local IIMC procedures.
- Monitor the attitude indicator, and immediately alert the other pilot of any unusual attitude condition.
- Tune the avionics to the appropriate emergency frequency and set the transponder to the appropriate emergency code.
- Request air traffic control assistance; acknowledge and record the appropriate information.
- Correctly perform crew coordination actions.

Again, let me reiterate this sequence of events does not replace your unit’s established SOPs or regulations. IIMC doesn’t have to occur. Staying ahead of the aircraft and the weather, coupled with compliance to established procedures, can prevent it. Through proper training, pre-mission planning, strong aircrew coordination skills and strict adherence to SOPs, much of the IIMC stress can be relieved.

TING PROCEDURES

ARTHUR J. DOYLE
U.S. Army Combat Readiness/Safety Center
Fort Rucker, Ala.

applicable, be consolidated at the battalion/squadron or regiment/brigade/group level. The systematic risk management process should be integrated into all unit operational procedures. Command-approved risk control options should be integrated into the SOP as task performance standards.” This paragraph also provides a list of 27 subjects to be addressed if they are applicable to the unit’s mission. Bear in mind that this list is not all encompassing and only lists the aviation-specific subjects. There are many other requirements such as motor pool operations, convoy operations, unit supply and unit administration—to name a few, which must also be addressed in the aviation unit SOPs.

Does the commander actually develop and write the entire unit SOP? No. The commander relies heavily on the expertise of the unit’s leaders and staff. Each plays a part in the development of the SOP based on their particular duty assignment, background and experience. For instance, who better to develop the aviation maintenance SOP than the aviation maintenance officer? Who better to develop the tactical operations SOP than the operations officer? Once the unit leaders have developed their assigned portions of the SOP, they present them to the commander for review and approval.

In the Army, we have a habit of “reinventing the wheel” when it comes to SOPs. There are many underused sources available. If you plan to deploy to the desert in a year, contact the unit you’re replacing and request copies of their SOPs. Ask for the hard-learned lessons from their deployment. Contact the Theater Safety Office to obtain theater policies and SOPs. Need more? Log on to the USACRC Web site and go to the Leader’s Corner (https://crc.army.mil/leaderscorner/). For more visit the Center for Army Lessons Learned Web site (http://call.army.mil/). You can even “Google it.” Been there before? Pull out the plans, SOPs and after-action reviews from your last rotation. A lot of the work has already been done. You just need to obtain it and tailor it to meet your requirements.

DON'T FOOL WITH MOTHER N

TIM MCLAUGHLIN
10th Mountain Division, Sustainment Brigade
Fort Drum, N.Y.

After spending six years driving in Alaska, I thought winter driving at Fort Drum, N.Y., would be a snap. After all, I'd seen my share of accidents and figured I was prepared for anything. But it only took a week to show me I was wrong.

It was October and the lake effect snow had kicked in a month early in New York. The roads quickly became hazardous as plummeting temperatures caused black ice to form. I'd been out that day hunting with a friend from post. It was starting to get dark, so we headed home in my four-wheel-drive pickup. I thought I'd just slow down and take it easy. I figured the other drivers were used to these conditions, so getting home shouldn't be a problem. However, as I found out, I should NEVER ASSUME others know what they're doing or care about safety.

I'd only driven a couple of miles when I rounded a corner to find an oncoming vehicle skidding into my lane. He was out of control, but I was going slow and could still steer. My options were simple—either slam into the car or go for the snow bank. That was a no-brainer, so I steered right into the white stuff. Fortunately, the other driver regained control and continued down the road.

But I was in trouble. When my pickup plowed into the snow, I lost control and my truck jumped the bank and landed in a ditch. I checked myself and my passenger. We'd both been wearing our seat belts and were all right. The truck didn't appear to be damaged, but we now had other problems. Stuck in 3-foot-deep snow, even my four-wheel-drive couldn't get us out of the ditch and back over the snow bank. Fortunately for us, about a half hour later a truck came by and the driver used a chain to pull us out of the snow. The Good Samaritan left after refusing to accept anything other than a thank you and a handshake.

By now, the importance of driving safely had really set in for me. We still had a bit more than 10 miles to go before we'd be home. We'd gone about halfway when I saw snow plows in the oncoming lane. I passed the first one and saw another coming around a corner ahead of me. Just at that moment, a Honda Accord passed me going way too fast for the conditions. The driver apparently saw the approaching snow plow and tried to get back into her lane—but she didn't make it. The Accord smashed

CATCH A BUZZ? ... CATCH

BOB VAN ELSBERG
Managing Editor
U.S. Army Combat Readiness/Safety Center

Remember when Paris Hilton was arrested for driving under the influence? As entertaining as the news accounts were, the media missed the real story—the one where intoxicated drivers cause nearly 40 percent of all highway fatalities.

Still, the real story hasn't been lost. Recognizing some holiday partiers spend too much time behind the bottle before getting behind the wheel, December has been proclaimed National Drunk and Drug Prevention Driving Month.

Just how important is it to not get "plowed" on the pavement? Imagine falling out for formation and the platoon next to yours was missing. Then imagine turning around and seeing one of your squads was gone. Subtract 50 Soldiers from your formation and you've got the daily death toll caused by alcohol-related crashes in America.

And booze isn't the only story. Other "recreational" drugs, such as marijuana and cocaine, figure into nearly 18 percent of highway deaths, often along with alcohol.

So what can you do about it?

- Don't get behind the wheel if you've been drinking. Remember, alcohol numbs your brain before it numbs your hands and feet. Don't let being good behind a pool cue turn you into a numbskull behind the wheel.

NATURE!

into the snowplow and then spun out of control and into a ditch. I was so close when it happened that parts of the Honda flew off and hit my truck.

I stopped and quickly checked the snowplow operator and the car's driver for injuries. As I approached the wrecked automobile, a beautiful young girl looked up at me. I noticed her nose had been split all the way to the bone. She'd also cut her left eye, and her neck and chest were badly bruised. She told me "everything hurt" and asked me if she looked badly injured. I tried to comfort her as much as possible as we waited for the ambulance.

What really struck me was what she said about the crash. She was from South Carolina and had never driven in snow. She told me she'd been skiing all day and, although she'd felt too tired to drive, had been in a hurry to get home. I looked at the car parts scattered up and down the road and then looked at her. This wouldn't have happened had she done a quick risk assessment before passing me. She was going to pay a very high price for being in a hurry.

The lessons learned here are simple. First, never assume your winter driving skills can compensate for the stupidity of others. If the weather is really bad, stay off the road. If some fool wants to hit your car, make him come up your driveway to do it.

And don't be in such a hurry that you ignore the threats during winter weather. If you do, Mother Nature will put you on a collision course with the consequences. After all, as the saying goes—"It's not nice to fool with Mother Nature."■

A RIDE!

- Pick a designated driver before the party starts. If you're the driver, collect the keys up front so you won't have to fight an angry drunk for them later. Also, keep an eye on your buddy at all times.
- If you're going to drink at a buddy's house, see if you can spend the night there.
- If you're throwing the party, make sure there are some alcohol-free options—especially for the designated drivers. Also, ensure anyone who has been drinking leaves with a sober driver.

TREADING ON THIN ICE

Tips for Slippery Conditions

Ice forming on an asphalt surface is often hard to see. The conditions for "black ice" are right if you have to scrape frost or ice off your car's windshield. If you find yourself on a patch of black ice:

- Don't panic. Keep your cool and take your foot off the gas pedal.
- Don't slam on the brakes. This will only make the situation worse.
- Don't make quick turning maneuvers. Steer gently in the direction you want the vehicle to go.

When your vehicle is involved in a skid:

- Ease your foot off the accelerator or brake pedal.
- Avoid slamming on the brake.
- Downshift if you have a manual transmission.
- Look and steer in the direction you want the vehicle to go.
- Do not oversteer. Make necessary steering adjustments smoothly and gradually.
- If you overcorrect at first, be prepared for a skid in the opposite direction. Again, remember to look and steer where you want the car to go.
  - Continue to steer until your vehicle recovers from the skid.
  - Once the vehicle is under control again, adjust your speed to the road conditions.

Rewarding Su

In the movie, "Patton," General Omar Bradley said, "Give George a headline and he's good for another 30 miles!" Just as recognition helped spur one of the Army's greatest generals to push forward on the battlefield, it can also spur organizations and Soldiers to push forward with their accident prevention efforts. The list of awards below provides a useful tool for encouraging organizations and individuals to help keep the Army Strong by keeping it safe:

- *Army Headquarters Safety Award.* This plaque is awarded by the Secretary of the Army and Chief of Staff, Army, to Army Commands, Army Service Component Commands and Direct Reporting Units that have demonstrated significant improvements and sustained excellence and leadership in accident prevention programs. Submission deadline is Nov. 15 annually. Note: Organizations are encouraged to develop programs providing local safety awards. Receiving a safety award does not preclude an individual from receiving a military award as described in AR 600-8-22, *Military Awards,* or an incentive award as described in AR 385-30, *The Army Safety Program.*
- *Army Exceptional Organization Safety Award.* This plaque is awarded each fiscal year to the battalion through division and garrison organization with the most effective overall safety program. Submission deadline is Nov. 15 annually.
- *Army Individual Award of Excellence in Safety.* This plaque is awarded each fiscal year to individuals who, in each of four categories; officer, noncommissioned officer/enlisted, Army civilian, and contractor, make the most significant contribution to accident prevention. Submission deadline is Nov. 15 annually.
- *Director of Army Safety Composite Risk Management Award.* This plaque is awarded by the Director of Army Safety to organizations or individuals who have made significant contributions to Army readiness through composite risk management. Submissions can be forwarded anytime during the year.
- *Sergeant Major of the Army Superior Soldier Safety Award.* The SMA awards this plaque to the Soldier who demonstrates "Pockets of Excellence" or "Best Practices" in safeguarding Army operations or personnel. Submissions can be forwarded anytime during the year.
- *United States Army Safety Guardian Award.* This award is presented by the Director of Army Safety to individuals who through extraordinary individual action in an emergency situation, prevent an imminently dangerous situation, prevent injury to personnel, or minimize or prevent damage to Army property. Submissions should be within two years of

the event and can be forwarded anytime during the year.

■ *Army Aviation Broken Wing Award.* This award is presented by the Director of Army Safety to individuals who, through outstanding airmanship, minimize or prevent aircraft damage or injury to personnel during emergency situations. Submissions can be forwarded anytime during the year.

■ *United States Army Aircrew Member Safety Award.* This award is presented to Army military personnel, Department of the Army Civilians and Army contract employees who fly as aircrew members and have at least 500 flight hours in U.S. Army aircraft without having a contributing role in a human factors-related Class A, B or C aviation accident. Submissions can be forwarded anytime during the year.

■ *Unit Safety Certification Award.* This award is used to identify units, platoon size or larger, that have achieved levels of safety that deserve recognition. To be certified a unit must have completed the following:

- Appointed, in writing, a safety officer who has completed the required level of training.
- Implemented a safety program in accordance with Army safety regulation requirements.
- Reduced the number of accidents, both on and off the job by 50 percent from the previous year.
- Have in place an accident tracking and reporting system that complies with Army safety regulation requirements.
- Have in place a documented CRM process demonstrating risk assessment and resulting implementation and management of controls.
- Sustained the above initiatives for a significant and established period of time, such as one year, two years, and so forth.

When the criteria above have been verified by the commander at the next level, a certificate will be issued by the local safety office recognizing the unit's achievement for the given period of time.

■ *Army Accident Prevention Award of Accomplishment.* This award is presented by MACOM commanders to units having an accident-free year. DA Form 5775 is used for this award and criteria, policies and procedures are outlined in paragraph 2-5 of Army Regulation 672-74, *Army Accident Prevention Awards Program.*

■ *Unit Impact Awards.* These can be used to promote safety and also provide on-the-spot recognition and can be purchased with appropriated funds.

■ *Certificate of Achievement.* Units may use a DA Form 1119-1 or equivalent signed by the organizational leader to recognize individuals. Appropriated funds may be used to purchase items such as trophies.

In addition to the accident-prevention awards listed above, there are two other safety-related awards that can be used to recognize individuals—the *Driver Badge* and the *Mechanic Badge.* Information on these awards can be found in paragraph 8-31 of AR 600-8-22.

Do you need some help getting your individuals or organizations recognized? For examples of award submissions, visit the USACRC Web site at https://crc.army.mil/home/ and click on "Awards Program" and then "Awards Programs and Policies."

For Army DASAF and SMA approved awards, contact the awards administrator at ASO@hqda.army.mil, DSN 332-3509 or CML (703) 602-3509. For the U.S. Army Broken Wing award, contact safetyawards@crc.army.mil or DSN 558-3660 or CML (334) 255-3660 or USACRC help desk, DSN 558-1390, CML (334) 255-1390.«

> "Just as **RECOGNITION HELPED** spur one of the Army's **GREATEST GENERALS** to push forward **ON THE BATTLEFIELD,** it can also spur **ORGANIZATIONS** and **SOLDIERS** to push forward with their **ACCIDENT PREVENTION** efforts."

Turkey extra-crispy

BRIG. GEN. BILL FORRESTER
U.S. Army Combat Readiness/Safety Center
Fort Rucker, Ala.

So, you're thinking you'll deep fat fry that Thanksgiving bird and treat the family to your vast talents and culinary expertise. Before you heat up that peanut oil, read this first.

It all started as we observed our family's standing operating procedure for turkey preparation. I dug through the shed and dragged out the deep fryer equipment—including the stand, pot and appropriate attachments—from where the movers had unloaded them some four months earlier. I then hopped in the car and went to the post gas station to get a propane tank. While I was out, I also picked up several smaller turkeys and plenty of peanut oil from the commissary with the intent of cooking for the neighbors.

I established a cooking location a safe distance from the house, but then I reconsidered and decided to reposition the deep fat fryer a bit closer to the house. The Korean weather was typical—a light, but cold, mist delivered by a slight wind was making standing around outside and watching the pot uncomfortable.

By repositioning the fryer, I had it in my direct line of sight through the sliding glass doors leading to our backyard. I also had a direct line of sight to the television. What could be better? I could enjoy all this from the warmth inside the house.

After getting the cooking gear set and the burner going with the correct-colored flame, I returned to the house and allowed the peanut oil to start warming. About 10 minutes later, I couldn't see the blue flame and realized it had been extinguished by the wind. After a re-light, I returned inside to get warm and watch TV. A bit later, I noticed the flame had again extinguished. I was getting frustrated, figuring this was going to be "one of those days." I repositioned the propane and burner even closer to the house, where it would be shielded from the wind by a wall I shared with my neighbor. I then did a re-light and went back inside to let the oil heat.

Ten minutes into my third re-light, I decided we needed ice cream for the cobbler and told my wife, Nancy, I'd quickly drive to the mini-mart. I asked her to watch the fryer and told her I'd return shortly to put the turkey into the pot. Little did I know I had set the conditions for disaster.

I returned 10 minutes later to a very angry wife and quickly realized the conditions were much more hectic than when I departed. My earlier repositioning of the pot had allowed the burner's flames to get too close to the burner's propane line. As the heat melted the line, the gas shot directly into the flame and created a blowtorch-like scenario as the flames spewed directly onto the pot. The oil, now at a roaring boil, spilled over the pot's top and ignited as it dripped through the flames, spreading fire on the patio deck. The burner, pot and tank were too hot to touch or move, not to mention the hazards posed by the burning oil.

While I'd failed to have a fire extinguisher present, I'd been comforted by the thought the hose spigot from the house was a mere 10 feet away. (I would have been less comforted had I remembered the dangers of using water on an oil fire).

> “Needless to say, my **TURKEY COOKING** was **CANCELED**—our dinner being a **CHEMICAL DISASTER. HOWEVER**, I came away **WISER** from my **MISTAKES**.”

Further, I'd failed to realize the water in the hose was frozen and, in fact, the hose had been disconnected from the spigot. Before my return, Nancy had reacted superbly. She assessed the situation and ran next door screaming to the neighbors about the fire in our backyard. She then grabbed their fire extinguisher and returned to our house, spraying the entire mess until the extinguisher was empty.

Needless to say, my turkey cooking was canceled—our dinner being a chemical disaster. However, I came away wiser from my mistakes. According to the Consumer Product Safety Commission, my experience isn't all that uncommon. They report that every year many people have close calls or get injured while deep-fat frying turkeys. Because of that, they offer the following tips to help you fry your turkey without cooking your goose:

- Keep the fryer in FULL VIEW while the burner is on.
- Place the fryer in an open area AWAY from all walls, fences or other structures.
- Never use IN, ON or UNDER a garage, breezeway, carport, porch or any structure that can catch fire.
- Raise and lower food SLOWLY to reduce splatter and avoid burns.
- COVER bare skin when adding or removing food.
- Check the oil temperature frequently.
- If the oil begins to smoke, immediately turn off the gas supply.
- If a fire occurs, immediately call 911. DO NOT attempt to extinguish the fire with water.

For safest operation, the CPSC recommends consumers follow these guidelines as they prepare to use a turkey fryer:

- Make sure there is at least 2 feet of space between the liquid propane tank and the fryer's burner.
- Place the liquid propane tank and fryer so that any wind blows the heat from the fryer away from the propane tank.
- Center the pot over the cooker's burner.
- Completely thaw (the U.S. Department of Agriculture says 24 hours for every 4 to 5 pounds of turkey) and dry the turkey before cooking. Partially frozen or wet turkeys can cause the hot oil to splatter when they are placed in the oil.
- Follow the manufacturer's instructions to determine the proper amount of oil to add. If those instructions are not available:
    - Place the turkey in the pot.
    - Fill with water until the turkey is covered by about a half inch of water.
    - Remove and dry the turkey.
    - Mark the water level. Dump the water, dry the pot and fill with oil to the marked level.«

Spice Things Up

FRANK MCCLANAHAN
U.S. Army Combat Readiness/Safety Center
Fort Rucker, Ala.

As you saw in the article by Brig. Gen. Forrester, preparation and vigilance are extremely important when cooking, as with any task. Let's take cooking preparation a little further by identifying the necessary steps to ensure the food to be cooked is clean and safe. After all, the best way to ruin a holiday meal, short of catching the turkey fryer on fire, is to expose your dinner guests to salmonella, E-coli, staphylococcus, listeria or campylobacter. These organisms can result in anything from a simple stomach ache to a life-threatening illness.

> “If your **CUTTING BOARDS** have developed **SCRATCHES** and **CUTS** in them from **EXTENDED USE**, **DISCARD** them and **PURCHASE NEW ONES**.”

You can go a long way toward preventing the spread of food-borne illnesses by simply keeping in mind four simple steps: clean, separate, cook, chill. Start by washing your hands thoroughly with hot soapy water every time you handle raw meat, poultry, seafood, vegetables and eggs and keep these food items separate to prevent cross-contamination. Also, you should keep these foods separate in your grocery cart and grocery bags. Remember to clean your work surfaces and wash utensils, knives, cutting boards and even sponges and towels in hot soapy water after every use. If your cutting boards have developed scratches and cuts in them from extended use, discard them and purchase new ones. This will protect you and those you cook for from the bacteria that can hide within those scratches.

Be sure to use a thermometer to measure the internal temperature of the food you're cooking. Also, select the proper thermometer for your cooking method. For example, choose an oven-safe "bimetallic-coil" thermometer if you're going to leave it in the food while it cooks in the oven. The U.S. Department of Agriculture recommends the following as minimum safe internal food temperatures:

- Beef, veal, lamb, steaks, roast – 145 F
- Fish – 145 F
- Pork – 160 F
- Ground beef, veal and lamb – 160 F
- Egg dishes – 160 F
- Turkey, chicken and duck (whole, pieces and ground) – 165 F

After the food has been cooked, be sure not to place it back on a plate or platter that previously held raw food, and don't handle it with contaminated utensils.

Refrigerating foods is another important step in preventing food-borne illness. Once you arrive at home with your groceries, place your meat, poultry, eggs and other perishable items in the refrigerator or freezer immediately. The Partnership for Food Safety recommends your refrigerator should be set at 40 F or lower, and your freezer should be at 0 F or lower. They also recommend the following additional steps regarding food refrigeration:

- Divide large amounts of leftovers into shallow containers for quicker cooling in the refrigerator.
- Thaw frozen food in the refrigerator, cold water or in a microwave – never leave it sitting out at room temperature.
- Marinate food in the refrigerator.
- Clean out the refrigerator and discard old food on a regular basis.«

FYI

For more information on food safety, check out the following Web sites at www.fsis.usda.gov, www.thegreenguide.com and www.foodsafety.gov.

SOLDIER DISCIPLIN

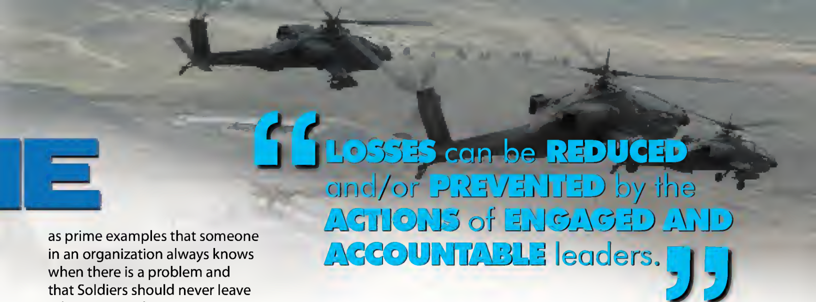
STEPHEN T. KNOWLES
U.S. Army Combat Readiness/Safety Center
Fort Rucker, Ala.

In 2006, the U.S. Army Combat Readiness/Safety Center conducted an analysis of aviation Class A accidents from fiscal 2002 to 2006. The trends derived from this analysis were revealing—especially the increase of rotary-wing aircraft accidents due to acts of indiscipline.

So, what is discipline and what is meant by indiscipline? Discipline can be defined as the attitude of an individual or group that ensures prompt obedience of orders (or standards) or initiation of appropriate action in the absence of orders (or standards). Indiscipline, conversely, would be the lack of regard for, or failure to adhere to, known standards defined by Army regulations, commanders' policies or other directives.

Latest Trends

After further analysis in fiscal 2007, the USACRC's Air Task Force observed a reduction in indiscipline incidents in Army Aviation. So, why is there a difference in the 2002 to 2006 analysis and now? It's most likely due to the Army's efforts of informing its leadership, as well as our senior leadership's reminders to remain engaged and accountable. Brig. Gen. Bill Forrester, Director of Army Safety and Commanding General of the USACRC, reminds us that losses can be reduced and/or prevented by the actions of engaged and accountable leaders. He cites



> “LOSSES can be REDUCED and/or PREVENTED by the ACTIONS of ENGAGED AND ACCOUNTABLE leaders.”

as prime examples that someone in an organization always knows when there is a problem and that Soldiers should never leave a fallen comrade. These points on engaged and accountable leaders are somewhat intuitive, but what about the others?

Aviation Indiscipline

The following are examples of indiscipline on the part of aviators:

- A pilot in command leaves one forward operating base for the comfort of another despite being directed not to depart because of deteriorating weather.
- An aviator who is known to be overly aggressive and disregards orders not to train others on certain aerial maneuvers crashes while attempting them.
- An aircrew member routinely performs high-angle-of-bank maneuvers at the request of other units and then crashes while putting on one of these displays at low altitude.

These aviation accidents have all occurred. We know by accident investigation conclusions that others knew and did not perform their leadership role. These fallen Soldiers were left behind and on their own. The Army has suffered from these accidents by losing combat power, experienced personnel and resources needed for combat readiness. Some Families will continue to suffer forever from the loss of a loved one because of these thoughtless and irresponsible acts.«

ENGAGED AND ACCOUNTABLE

Someone always knows

In investigating some of our recent motorcycle accidents, experienced investigators determined some unit members were aware when "Johnny" was contemplating purchasing a motorcycle. They were also aware that Johnny had never ridden before, that he didn't have a license to operate a motorcycle and that he hadn't taken an approved motorcycle safety course. Some say his newfound friends even knew he disliked the thought of wearing an approved protective helmet. His peers knew, but what about his chain of command? Had they been informed?

Never leave a fallen comrade

Soldiers should never leave a fallen comrade, and that doesn't necessarily pertain solely to the battlefield. In the motorcycle example above, an engaged leader could have helped prevent a fallen comrade by informing unit leadership of Johnny's thoughts and actions before he became a loss to his family and to his unit. We all know leaders are charged with the responsibility to make the hard right choice instead of the easy wrong.

Whose example are they following?

Leaders, are your Soldiers disciplined or undisciplined because they're following your example? Do you have them abide by the approved standard or do you allow them to do as they wish? If you leave them to do as they wish and disregard the standard, how will you ever be able to enforce standards? And if you can't enforce standards, what role can you play in preventing your unit's next accident?

THE LAST S

MATTHEW R. SCOTT
Army Corps of Engineers
Mobile, Ala.

It was October 2001 and I was anticipating the weekend. To some, this was just like any other weekend. For me, however, this was something I'd waited for all summer—the start of hunting season!

I set out my gear the night before, as I had often done in the past. I checked my climbing stand and added another coat of wax on my bowstrings. I'd already sharpened my broadheads and practiced until I was sure I could hit my target at 30-plus yards. Everything was great except the weather forecast, which included severe thunderstorms and heavy rain during the night and early morning.

My dad and I set our alarms and awoke in the morning to the sounds of a downpour. The wet weather was both bad and good news for us. The bad part was it prevented me from being in the woods at the break of daylight. The good part was I knew the deer would start moving after the rain stopped. Dad and I decided to wait for the weather to clear and catch the deer when they began moving.

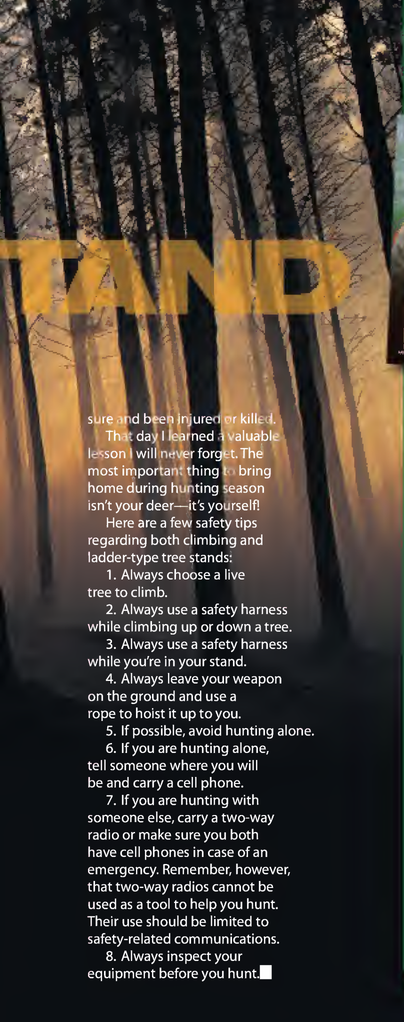
After a few hours, the rain stopped and we headed into the woods. I picked out a spot I'd often used in the past—a pine tree next to an old fence. I had seen deer there on many occasions. I set up my treestand while dad went down the road about 200 yards.

Everything went as planned. I climbed the tree and then used the rope I'd attached to my stand to hoist my bow. I sat there for about a half hour without any luck. The only thing I heard was water drops falling from the trees and hitting the ground as the wind blew. Everything in the woods was completely soaked—including my tree. However, that didn't bother me. I'd climbed wet trees in the past without any problems.

I got stiff and stood up to stretch my legs. In the process, I apparently bumped the bottom piece of my stand. Because the tree was wet, the stand had very little traction and slipped down the tree with me dangling close behind. Fortunately, I had my safety harness attached to the tree and didn't fall very far. Thanks to the rope I'd attached between both pieces of the stand, the stand's bottom also didn't go too far.

I pulled myself up to the top piece of the stand and sat down. When I tried to raise the bottom of the stand, the rope snapped and the stand's bottom fell to the base of the tree. There I was, stuck in the tree about 25 feet above the ground with my legs dangling. At least I was sitting down. However, it didn't take long for my legs to "fall asleep." Luckily, my dad was with me and we had two-way radios. I called him and he got to me within a few minutes. With his help, I was able to safely get down from the tree.

Once I was on the ground, a number of questions ran through my mind. What if I hadn't been wearing my safety harness? What if dad hadn't been with me? What if we hadn't had those two-way radios? I was thankful none of those what-ifs had happened. Thanks to my safety harness, I was able to hunt the rest of that day and, ultimately, enjoy the entire season. Without my safety harness, I'd have fallen for



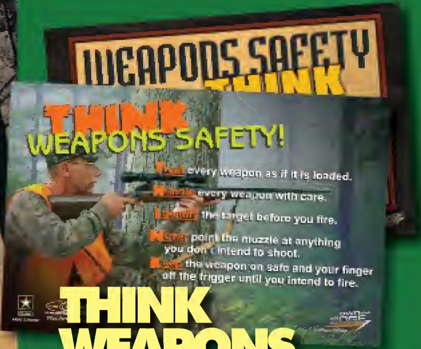
TAND

sure and been injured or killed.

That day I learned a valuable lesson I will never forget. The most important thing to bring home during hunting season isn't your deer—it's yourself!

Here are a few safety tips regarding both climbing and ladder-type tree stands:

1. Always choose a live tree to climb.
2. Always use a safety harness while climbing up or down a tree.
3. Always use a safety harness while you're in your stand.
4. Always leave your weapon on the ground and use a rope to hoist it up to you.
5. If possible, avoid hunting alone.
6. If you are hunting alone, tell someone where you will be and carry a cell phone.
7. If you are hunting with someone else, carry a two-way radio or make sure you both have cell phones in case of an emergency. Remember, however, that two-way radios cannot be used as a tool to help you hunt. Their use should be limited to safety-related communications.
8. Always inspect your equipment before you hunt.■



WEAPONS SAFETY THINK

THINK WEAPONS SAFETY!

Treat every weapon as if it is loaded.

Handle every weapon with care.

Identify the target before you fire.

Never point the muzzle at anything you don't intend to shoot.

Keep the weapon on safe and your finger off the trigger until you intend to fire.

THINK WEAPONS HANDLING PROCEDURES

Did you know weapons handling ranks among the Army's top five accident producers? So far this fiscal year, eight Soldiers have died from negligent discharges, with five of those fatalities happening off duty. Did you also know that negligent discharges account for the majority of Army Class A through C weapons-related accidents?

The Army has a new tool for engaged leaders to use in preventing negligent discharges. "WEAPONS" is a set of videos providing personal accounts of negligent discharges, information on the proper registration, transportation and storage of firearms; and examples of clearing procedures for handguns, rifles and shotguns. Each video closes with "THINK"—an acronym emphasizing correct weapons handling procedures. These videos, along with other tools such as the Weapons Handling Procedures booklet and THINK posters, are part of the Army's commitment to prevent weapons-related accidents and fatalities.

The current "WEAPONS" video deals with privately owned weapons; however, future videos will be added that include on-duty and range accidents.

The "WEAPONS" videos can be downloaded from the U.S. Army Combat Readiness/Safety Center Web site at https://crc.army.mil. Once you have entered the site, click on the Multimedia button, select the link for Videos and then hit the Ground, Weapons Handling and View buttons. Getting these videos will require you to log into Army Knowledge Online.

For more information, contact the USACRC by e-mail at video@crc.army.mil.

NOT ALL TOYS ARE FOR TOTS!

BOB VAN ELSBERG
Managing Editor
U.S. Army Combat Readiness/Safety Center

I remember the Christmas when I got my first BB gun. It was just like the movie "A Christmas Story"—mom warning me to be careful not to shoot my eye out. While I still have both peepers, I did manage to earn a spanking when I shot a walnut out of a tree and it landed on dad's head. While dad appreciated my marksmanship, he didn't appreciate my shooting in his direction. As he applied his "hand of experience" to my "seat of knowledge," he ensured I understood BB guns could seriously injure people. That's the first time I realized not all toys are necessarily harmless.

As you wrap your child's Christmas presents this year, ensure it is a gift that will give them pleasure, not pain. Check the manufacturer's labels and follow the warnings and age suggestions. Toys that may be appropriate for older children could be deadly for toddlers if those products have small parts that could be swallowed. Also, some gifts—like the aforementioned BB gun—require the supervision of an adult until the child demonstrates the maturity to handle them safely. Finally, some toys fail to meet safety standards designed to protect children. To make sure none of those wind up beneath your Christmas tree, please review the following list of toys recalled by the Consumer Production Safety Commission.

Fatal attractions

Many toys come with small magnets inside. However, if swallowed by a toddler, these magnets can join and either block or perforate the intestines. Because such magnets have killed one child and injured 86 others since 2005, the CPSC is recalling these toys:

Mattel Inc.

- Poly Pocket™ play sets sold May 2003 through November 2006
- Doggie Day Care™ play sets sold July 2004 through August 2007
- Barbie and Tanner™ play sets sold May 2006 through August 2007
- Batman™ and One Piece™ Triple Slash Zolo Roronoa™ magnetic action figure sets sold June 2006 through June 2007

Get the lead out!

Paints containing lead can pose health hazards. To protect children from this danger, the CPSC is recalling these toys:

Mattel Inc.

- "Sarge" die cast toy cars sold from May 2007 through August 2007 and produced in China

Fisher-Price

- Big Big World 6-in-1 Bongo Band toys sold July through August 2007
- Geo Trax Locomotive toys sold September 2006 through August 2007
- Barbie accessory toys sold October 2006 through August including:
  - Barbie Dream Puppy House
  - Barbie Dream Kitty Condo Playset
  - Barbie Table and Chairs Kitchen Playset
  - Barbie Bathtub and Toilet Playset
  - Barbie Futon and Living Room Playset
  - Barbie Desk and Chair Bedroom Playset
  - Barbie Couch and Table Living Room Playset
- Sesame Street, Dora the Explorer and other toys sold May through August 2007.

Toys "R" Us

- Imaginarium brand 213 Piece Wooden Coloring Cases sold October 2006 through August 2007

Martin Designs Inc.

- SpongeBob SquarePants™ Character Address Books and Journals sold June 2006 through July 2007

Schylling Associates

- Thomas and Friends, Curious George and other spinning tops and tin pails sold July 2001 through September 2002

What can you do?

If you have you any of these toys, please immediately take them away from children and contact the company using the information provided below:

- Mattel/Fisher-Price Toys: Call (888) 597-6597or (800) 916-4997/4498, or go online at www.service.mattel.com
- Toys "R" Us: Call (800) TOYSRUS/869-7787, or go online at www.toysrus.com
- Martin Designs Inc: Call (866) 898-0261, or go online at www.martindesigns-ltd.com
- Schylling Associates: Call (800) 767-8697 between 9 a.m. and 5 p.m. EST Monday through Friday, or go online at www.schylling.com ■

DID YOU KNOW?

You can automatically receive product recalls from the Consumer Product Safety Commission by joining their e-mail subscription list at www.cpsc.gov/cpsclist.aspx.

AVIATION

AH-64

CLASS A A Model

- Search and rescue efforts were initiated after an AH-64A failed to arrive at a designated recon point following the crew's last radio transmission. The aircraft crash site was located and both crewmembers suffered fatal injuries. The U.S. Army Combat Readiness/Safety Center is investigating the accident.

CLASS A D Model

- The aircraft impacted mountainous terrain after encountering inadvertent instrument meteorological conditions. The aircraft was destroyed by a post-crash fire. Both crewmembers suffered non-life-threatening injuries and were able to egress the aircraft. The USACRC is investigating the accident.

- During a search and rescue effort for the aircraft in the brief above, the crew reported low rotor and subsequently impacted mountainous terrain. The aircraft rolled and descended down the mountainside. Both crewmembers were able to egress. The USACRC is investigating the accident.

CLASS C

- The aircraft experienced a torque reading of 137.5 percent for two seconds during a ground reposition flight.

- The aircraft experienced a No. 2 engine OIL PSI warning. TGT exceeded 949 C and resulted in engine failure. An inspection revealed oil present throughout engine nacelle and on the fuselage.

- During cruise flight, the aircraft experienced a partial loss of the No. 1 engine oil pressure. The PC landed the aircraft and the No. 1 engine failed upon touchdown.

CH-47

CLASS A D Model

- While performing a maintenance test flight, the aircraft crashed. The USACRC is investigating the accident.

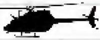
- During taxi, the aircraft contacted a stationary aircraft. The taxiing aircraft sustained damage to the main rotor system, separating the aft pylon and transmission. The passengers sustained injury on egress. The parked aircraft received damage from flying debris.

MH-60

CLASS A L Model

- The aircrew experienced loss of both engines and landed hard in a field, impacting the side of a privately owned building. Crew was able to egress without injury.

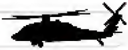
TH-67



CLASS B A Model

- The aircraft rotated 270 degrees to the left while on short final and contacted the ground upright about 8 feet short of the runway.

UH-60



CLASS B A Model

- Post-flight inspection revealed all four main rotor blades, tip caps and the stabilator were damaged from contact with vegetation and rotor wash debris.

CLASS C

- The crew reported a fixed-pitch setting condition during flight while in the traffic pattern and elected to attempt a landing on the fourth go-around. The landing gear tires blew out on touchdown.

IS IT SMART WEATHER OR GET HOME WEATHER?

CLASS A L Model

- The aircraft crashed shortly after takeoff from an exfiltration mission. All onboard—including four crewmembers and 10 passengers—suffered fatal injuries. The USACRC is investigating the accident.

CLASS B

- The aircraft landed hard in terrain conditions that were not anticipated and sustained damage to the main landing gear fairings an fuselage-buckling on the right side.

UAS

RQ-7B

CLASS B

- The UAS experienced an AP servo failure during normal descent and sustained damage during landing.

- The UAS experienced a generator FAIL and ignition primar and secondary link failures. The AVO deployed the recovery chute and the UAS crashed.

- Upon approach, the UAS landed 650 feet short of the touchdown zone. The UAS landing gear struck the forward blade of a parked UH-60.

DOES YOUR CREW PROVIDE EFFECTIVE CREW COORDINATION REGARDING UAS ALTITUDE AND OBSTACLE AVOIDANCE?

CLASS C

- The UAS crashed after experiencing a flap-servo failure during descent.

RQ-11

CLASS C

- The operator lost video link with the system during flight. The UAS went down at an undeterminec location and has not been located.

- The tactical UAS initiated an uncommanded flight off course. The UAS landed, following unsuccessful attempts to re-establish flight trajectory. A recovery team was deployed, but they could not locate the UAS.

ARMY >>AIRCRAFT LOSSES

FY02 to Present

thru October 9, 2007

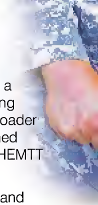
	Hostile/ Non-hostile
AH-64A/D	12/48
U/MH-60A/L	8/27
C/MH-47	7/16
OH-58D	11/24
TOTAL	**38/115**

ARMY >>GROUND LOSSES

FY07

thru September 2007

	Class A/Fatalities
AMV	32/37
ACV	18/11
PERSONNEL INJURY includes weapons handling accidents	54/50
FIRE/ EXPLOSION	5/2
PROPERTY DAMAGE	2/0
TOTAL	**111/100**



GROUND

ACV

CLASS A

- A Soldier was killed and three others were injured when their platoon received small-arms fire while conducting a counter-IED operation. The injuries were from a unit Stryker fire.

- A Soldier was killed when he was pinned between two M2 Bradley Fighting Vehicles. The Soldier was in the process of affixing the shipping decal onto the M2 he was assigned to ground guide when it lurched forward and pinned him against the other vehicle.

DO YOUR SOLDIERS PRACTICE GROUND GUIDING PROCEDURES?

AMV

CLASS A

- While en route to camp, an M1114 HMMWV overturned for unknown reasons. One Soldier was pronounced dead at the scene, while a second Soldier died upon arrival at a medical facility. Two other Soldiers were also injured in the accident. Seat belt use was not reported.

- A Soldier suffered fatal head injuries when the M1114 he was operating during night driver training/vehicle qualification overturned. The Soldier was wearing a Modular Integrated Communications Helmet. Seat belt use was not reported.

- A Soldier died when his M1114 ran off the road and overturned into a 5-foot gully. Two other Soldiers were also injured. Seat belt use was not reported.

CLASS B

- Two Soldiers were injured when their HEMTT contacted a low-clearance overpass. The overpass was marked to indicate a 13-foot 11-inch clearance and featured posted warnings.

DO YOU IDENTIFY AND BRIEF ROAD HAZARDS DURING MISSION PLANNING?

- Two Soldiers were injured and an M1114 was destroyed when the vehicle caught fire due to a possible oil leak.

Other

CLASS A

- A Soldier was killed when the commercial fuel truck he was riding in reportedly went out of control on a steep downgrade and ran off the road and down a hillside. The driver of the vehicle was injured. Seat belt use was not reported.

Personnel Injury

CLASS A

- A Soldier was unloading 25 mm rounds into a Gator when the primer of one round initiated and the cartridges exploded. The Soldier suffered fatal fragmentation injuries.

- A Soldier was changing a tire on a front-end loader being lifted by a HEMTT when the loader shifted. The Soldier was pinned between the loader and the HEMTT and suffered fatal injuries.

- A Soldier lost his vision and five other Soldiers were injured when a detonation occurred while they were performing range clearance and preparation for demolition of dunnage.

CLASS B

- A Soldier was preparing a blasting cap for an igniter test when it went off in his hand. The Soldier lost most of his hand below the thumb and suffered minor shrapnel injuries to his face and torso.

- A Soldier suffered a puncture wound to his eye when he fell onto a stick while conducting escape and evasion training. The Soldier had been wearing eye protection but lost it when he fell.

DRIVING

POV

CLASS A

- A Soldier was driving his

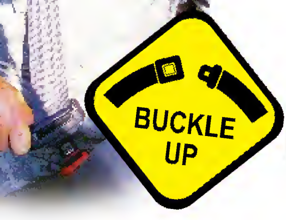
POV DRIVING LOSSES FY07

Class A accidents/Soldiers killed

CARS	36/39
SUV/ JEEPS	18/15
TRUCKS	17/14
MOTORCYCLES	41/38
OTHER*	4/4

TOTAL DEATHS

06 FY 126 y 132

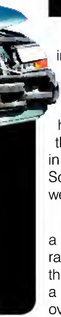


automobile when he was involved in a head-on collision with a sport utility vehicle. He was thrown from his vehicle and fatally injured. Seat belt use was not reported.

- A Soldier was driving her Ford Mustang with several passengers when she collided with a tractor-trailer that had pulled into her path. The Soldier and a passenger were fatally injured.

- A Soldier speeding in his pickup swerved to avoid slower traffic in the right lane and struck a concrete divider. The pickup slid along the barrier for about 400 feet with the unbelted and partially ejected Soldier pinned between the barrier and his vehicle. The Soldier was taken to a local medical facility and pronounced dead.

HAVE YOU DISCUSSED WITH YOUR SOLDIERS THE TRAGIC COSTS OF RECKLESS DRIVING?



- A Soldier was a passenger in a car traveling through rain and fog when the car struck a stalled truck in the roadway. The truck didn't have any hazard lights or reflectors, and the car's driver didn't see the truck in time to apply his brakes. The Soldier and three other passengers were killed in the accident.

- A Soldier was a passenger in a sports car being driven at a high rate of speed by a civilian when the car left the road and struck a power pole and tree. The car overturned onto its roof, trapping the driver and the Soldier inside. The Soldier, who was wearing his seat belt, suffered fatal injuries.

ATV

CLASS A

- A Soldier was operating his all-terrain vehicle along a road at 3:30 a.m. when he failed to negotiate a sharp right-hand turn, ran off the road and struck a tree. The Soldier was not wearing his helmet and suffered fatal blunt-force injuries to his head. He was pronounced dead at the scene.

POM

CLASS A

- A Soldier was operating his motorcycle when a speeding drunk driver struck him from behind. The Soldier was transported to a nearby Army medical center, where he died the following day. He was wearing his helmet and personal protective equipment. He also was licensed and had attended Motorcycle Safety Foundation training.

- A Soldier was operating his motorcycle when he rear-ended a van as it was slowing to make a turn. The Soldier suffered severe injuries and was transported to a local medical facility, where he remained in a coma. The Soldier was wearing his PPE, but had not attended MSF training or registered his bike on post. The accident has been reported as a permanent total disability.

- A Soldier was killed while operating a borrowed motorcycle in the parking lot of his barracks. As he was operating the motorcycle, he lost control and hit the brakes and slid before the motorcycle went over on its side. The Soldier—who'd borrowed the bike from another Solder—wasn't wearing any PPE and hadn't received MSF training. The Soldier was transported to a local medical facility, where he was pronounced dead.

DO YOUR SOLDIERS UNDERSTAND THE "BUDDY SYSTEM" INCLUDES PROTECTING EACH OTHER OFF DUTY?

OFF-DUTY

Personnel Injury

CLASS A

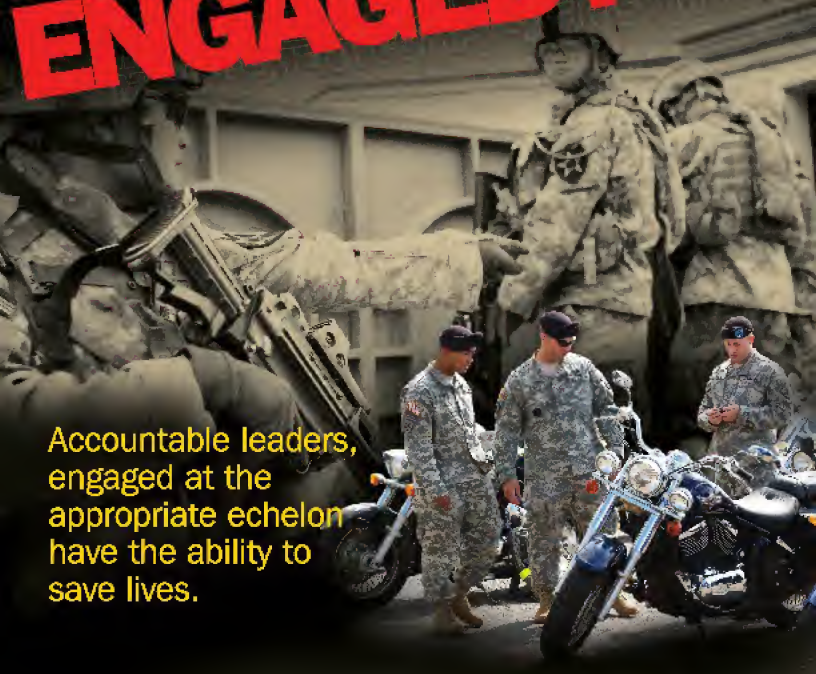
- A Soldier was on leave from Iraq and fishing with another person in a 12-foot johnboat when the boat capsized and submerged. The Soldier entered the water and attempted to swim to shore, but sank below the surface and drowned. According to the person, who survived, neither he nor the Soldier was wearing a personal floatation device and both had been drinking.

- A Soldier who was TDY was walking with a group to their hotel when he slipped, fell down an embankment and suffered a serious head injury. He was placed on life support and is listed as suffering a permanent total disability.

- A Soldier drowned while attempting to swim across a river at 2 a.m. The other Soldier, who did not attempt to swim across the river, tried unsuccessfully to locate him. Local police conducted search and rescue efforts and located the Soldier's body.

DO YOU KNOW WHAT YOUR SOLDIERS ARE DOING IN THEIR DOWNTIME??

ARE YOU ENGAGED?



Accountable leaders, engaged at the appropriate echelon have the ability to save lives.

ARMY SAFE IS ARMY STRONG

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